

NARRATIVE PROPOSAL

1. Project Area Description and Plans for Revitalization

1.a.i. Background and Description of Target Area: The City of Belfast, located in Waldo County in the State of Maine, was first settled in 1770. Taking advantage of its shoreline, safe year-round harbors, timber, and farmland, Belfast blossomed into a vibrant, prosperous center for the region, enjoying the rise of industries such as shipbuilding, fishing, and maritime commerce in cargoes such as hay, ice, apples, and fertilizer. As the 20th century unfolded, these maritime-related industries which created the area's early wealth fell into decline, to be replaced by the nascent potato, sardine, shoe, and poultry industries. Unfortunately, Belfast was not spared the consequences when these same industries imploded in the late 20th century. Belfast's recovery did not begin until 1995, when credit card company MBNA arrived and built a new campus; at its peak, it would employ 2,300 people. Today, the City of Belfast possesses a modest and fragile economy diversified into multiple industries including healthcare, financial services, manufacturing, arts and culture, and agriculture.

Remaining at the epicenter for the entire duration of Belfast's cultural and industrial history has been its *downtown district*, which is equivalent to census block group 230270430003, and will serve as the *target area* within which cleanup activities are planned to be conducted. This target area has felt both the booms and the busts of the various industries that have operated in Belfast, from having served as the setting for their bustling facilities to now being the home to Waterfall Arts and other brownfields with their associated signs of distress, blight, and neglect. More than one-sixth (17.86%) of Belfast's inhabitants, including members of its various sensitive populations, live within this area and in close proximity to Waterfall Arts and other brownfields.

1.a.ii. Description of the Brownfield Site: Since 2005, Waterfall Arts, the property targeted for cleanup, has served as the home of the most comprehensive community arts center in the greater Belfast area. Waterfall Arts provides resources to students, professionals, and arts enthusiasts of all ages, including art classes, exhibitions, events, performances, open media-specific studios (clay, print, and photography), free and low-cost after school art programs, public art projects, long-term studio space to artists and teachers, and short-term rental facilities to artists, performers, and other organizations. Additionally, for the past 8 years, Waterfall Arts has provided space on its property for the Belfast Farmers' Market and Belfast Arts Market.

The site consists of one parcel of land encompassing 1.24 acres, and it is currently improved with one building (Waterfall Arts), constructed in 1935. The site building was originally utilized as the Governor Anderson School (public elementary school), until the school vacated the property in 2004. The City of Belfast acquired the site in 2004 and sold it to the Arts Center of Kingdom Falls (renamed as Waterfall Arts) in 2005.

The results of previous environmental assessments under the City of Belfast's Brownfields Assessment Program identified that various hazardous building materials were prevalent throughout the site buildings, including asbestos-containing materials (ACM), lead-based paint (LBP), components potentially containing polychlorinated biphenyls (PCBs) or mercury, and other universal wastes. Preliminary cost estimates were also prepared for the abatement and cleanup of the hazardous building materials.

Specifically, ACM concentrations greater than 1% were identified in: over 4,500 square feet of impacted floor tile, mastic, and felt; 72 windows with ACM-impacted glazing/caulking; 600 lineal feet of roof trim; and 4,500 square feet of roof membrane fields. An inspection for the presence of LBP using a direct-reading x-ray fluorescence (XRF) analyzer also identified several painted surfaces throughout the Waterfall Arts building to contain elevated levels of lead, greater than 1.0 mg/cm², which are considered "lead-based" according to the U.S. Housing and Urban Development Lead-Based Paint Guidelines. In addition, lead, likely from lead solder used during construction of the original building plumbing was identified at a low concentration within the building's water system used for potable/drinking water. In accordance with local, state, and federal laws and regulations, all of these hazardous building materials are required to be abated, removed, and properly disposed of off-site, prior to or during site renovation and redevelopment activities.

1.b.i. Redevelopment Strategy and Alignment with Revitalization Plans: Waterfall Arts is committed to preserving the integrity and quality of their historic building; their projected redevelopment is to take this nearly century-old, deteriorating building and transform it into a fresh, beautiful, self-sustaining, accessible home for experiencing and producing art. Waterfall Arts has recently embarked upon an ambitious fundraising campaign to support this redevelopment, which includes the following components: 1) improving the building's energy

efficiency by sealing and insulating it, by and replacing windows and lighting; 2) installing a solar electricity-generating system to offset its electrical usage and to provide cover for parking, outdoor programming, and the Belfast Farmers' Market and Belfast Arts Market; 3) enhancing the landscaping with the planting of native plant species that will limit water usage, reduce runoff, and help clean the air; 4) installing an elevator that will reach all three floors of the building, to improve accessibility; 5) refurbishing the studios, performance spaces, and exhibition spaces, to support and expand programming; 6) installing state-of-the-art audio-visual equipment, which will support public events and performances, as well as meetings, conferences, and community rentals; 7) improving the paving and drainage systems in parking areas, driveways, and walkways, to eliminate and prevent potholes; 8) installing highly-visible exterior signage, to announce Waterfall Arts to the community; and 9) painting with new environmentally-friendly finishes, to reduce the building's blight and improve its aesthetic presentation.

Waterfall Arts' redevelopment is aligned with several of the local community's (City of Belfast's) land use and revitalization plans. Waterfall Arts and its redevelopment is also frequently referenced in the Belfast Vibrancy Committee's 2006 report *Creating Vibrancy in Belfast, Maine*. In this report, the arts economy is identified as a vital component of Belfast's brand, both Waterfall Arts and Belfast's historic buildings are identified as strengths/opportunities for the community, and the City of Belfast is strongly encouraged to provide support to Waterfall Arts ("The City should work with Waterfall Arts . . . Facilitate the expansion of Waterfall Arts by rezoning as appropriate or by applying for development funding to rehabilitate the building.")

Additionally in 2013, the City of Belfast expanded the boundaries of its Downtown Waterfront Tax Increment Financing District to include Waterfall Arts, allowing for the possibility of utilizing certain property tax revenues to support public uses on the property. In 2014, the City of Belfast adopted zoning ordinance amendments, consistent with its 2009 Future Land Use Plan (Comprehensive Plan) to create an opportunity for Waterfall Arts to request a contract rezoning agreement. This would allow Waterfall Arts to conduct certain additional uses that are not permitted on all properties located in the same zoning district and to request flexibility in dimensional standards, such as building setbacks, building height, and parking requirements.

Finally, Waterfall Arts and its redevelopment are also frequently referenced in the City of Belfast's 2011 *Downtown and Waterfront Master Plan*, which include recommendations for the City to provide resources to Waterfall Arts in order to sustain and enhance them ("Ensure City zoning ordinances recognize redevelopment opportunities associated with Waterfall Arts' use of the Governor Anderson School . . . Belfast should also financially support Waterfall Arts and their efforts to have Belfast be a center for the creative economy.")

1.b.ii. Outcomes and Benefits of Redevelopment Strategy: As an active and vibrant arts and cultural organization located in Belfast, Waterfall Arts is both a significant economic development engine in its own right, in addition to helping attract additional economic development to the area. The actual economic impact of Waterfall Arts, both the organization itself and its audiences, can be quantified through its participation in the Americans for the Arts' 2015 study *Arts & Economic Prosperity 5: The Economic Impact of Nonprofit Arts and Cultural Organizations and Their Audiences in the Greater Belfast Area*. This report calculated that Waterfall Arts' own direct spending and the spending of their event and exhibition attendees in 2017 generated 12.42 full-time equivalent jobs, \$269,970.06 in resident household income, \$26,910.47 in local government revenue, and \$27,504.65 in state government revenue. Waterfall Arts' proposed project and revitalization plans will lead to an increase in the nonprofit's revenue, its financial support, and its sustainability. This will allow it to increase staff hours and benefits, to continue to attract, and to expand its ability to attract, artists and organizational collaborators, to reach further into targeted groups and demographic areas, and to generate and attract further economic development.

For seven decades Waterfall Arts' building served as a public elementary school, until it was vacated in 2004 by the school district; in 2005, the City of Belfast encouraged Waterfall Arts to take ownership of the building, repurpose it, and put it back into productive, viable use. That this grant will facilitate the preservation of property used for nonprofit purposes can be easily discerned from Waterfall Arts' own fundraising campaign materials: "This project allows Waterfall Arts to preserve the legacy of that time and place, while breathing an exciting new life into a beloved building . . . Through adaptation and renovation, this project preserves and advances the heritage of the past while ensuring the sustainability of our future . . . We are committed to preserving the integrity and quality of our historic building while making it fully sustainable and accessible."

Two of the most critical components of Waterfall Arts' redevelopment are: 1) improving the building's energy efficiency; and 2) facilitating the generation of renewable, solar energy for the building. Both of these efforts will help Waterfall Arts to reach their goal of having the first net-zero institutional building in Belfast. The energy efficiency improvements, which are intended to upgrade the building to meet the rigorous international *Passivhaus* standard and to reduce its carbon footprint and its energy costs by an estimated 80% (approximately \$20,000 per year), specifically include installing new light-emitting diode lighting, installing triple-glazed windows, tightly air sealing the building envelope, and super-insulating the exterior walls. The solar electricity-generating system to be installed is expected to generate enough energy to meet 100% of the building's needs.

1.c.i. Resources Needed for Site Reuse: Waterfall Arts has already secured significant resources that are relevant to the cleanup project. Their foremost funding source is their fundraising campaign *Waterfall Rising*, which has not yet been launched publicly. Since its beginning in January of 2017, this campaign has raised \$454,138.54 from individual donors, private charitable foundations, and the City of Belfast (this source does not duplicate any sources found in the *Description of Tasks and Activities* or any sources used to meet the cost share), and an additional \$186,666.33 from individual donors and private family foundations has been pledged. Waterfall Arts has also previously secured two grants from the National Endowment for the Arts: a 2012 Challenge America Fast-Track grant in the amount of \$10,000 to support a building assessment and design plans for the adaptive reuse of Waterfall Arts' facility; and a 2016 Promotion of the Arts grant in the amount of \$30,000 to support the design of an enhanced community arts center at Waterfall Arts. (*Documentation that substantiates these commitments of secured funding is attached as Attachment A.*)

Based on actual recent experiences with their own donors, were Waterfall Arts to receive a Brownfields Cleanup Grant, it is extremely likely that this grant would stimulate the availability of additional funds for reuse; promotion of the grant award as their campaign enters its public phase would instill higher levels of confidence in private donors and private family foundations regarding the success of the fundraising campaign and the execution of the project, making them more comfortable to donate funds, or to donate additional funds.

Were additional funding for remediation activities needed, as a nonprofit, Waterfall Arts would be eligible for funding through the Maine Department of Environmental Protection and the Maine Department of Economic and Community Development's Brownfields Cleanup Grant Program. Three additional programs that Waterfall Arts would be eligible for, which would provide funding resources for revitalization are: 1) the Community Development Financial Institutions Fund's and the Internal Revenue Service's *New Markets Tax Credit Program*; 2) the United States Treasury Department's and the Internal Revenue Service's *Opportunity Zone Program*; and 3) the Maine Community Foundation's *Grants to Green Maine* program.

1.c.ii. Use of Existing Infrastructure: This grant will facilitate the use of existing infrastructure located both at the proposed site and within the target area. First and foremost, the grant will directly support the remediation of the existing Governor Anderson School, an effort which is complementary to its revitalization plans and which will result in a more extensive use of the facility, instead of abandoning and/or demolishing the structure and building a new facility at a greenfield site which would generate sprawl. Waterfall Arts states this in both their 2017-2021 business plan ("Waterfall Arts' extensive planning has determined that renovating the existing historically-relevant building is more community-minded and more fiscally and environmentally responsible than constructing an entirely new facility . . . The sustainable and cultural benefits of updating and preserving older buildings are clear, and are the most compelling argument for the required investments.") and in their fundraising materials ("The centerpiece of sustainability in this project is the reuse and renovation of an existing structure, keeping the embodied energy working for new generations.") Additionally the grant will also facilitate the use of existing infrastructure within the target area and proximate to the proposed site, including: utilities such as electric, sewer, water, and fiber optic internet; streets; and recreational trails such as the *Belfast Armistice Footbridge*, the *Belfast Harbor Walk*, and the *Rail Trail Along the Passagassawaukeag*. There are no identified infrastructure deficiencies that would prevent the revitalization of Waterfall Arts.

2. Community Need and Community Engagement

2.a.i. The Community's Need for Funding: Waterfall Arts has already demonstrated success in raising funds from the community to carry out environmental remediation and subsequent redevelopment. However, due to the small population size of both the target area and the community, and the existence of a variety of

economically-impovertised sensitive populations in higher percentages when compared to Waldo County, the State of Maine, and the United States, there exist limits to the target area's and community's ultimate ability to provide initial funding to this project:

Population or Sensitive Population	Target Area (Census Block Group 230270430003)	City of Belfast	Waldo County	State of Maine	United States
Data Source: 2013-2017 American Community Survey 5-Year Estimates					
Population	1,193 (= 0.00037% of the United States)	6,680 (= 0.00208% of the United States)	39,280	1,330,158	321,004,407
Households Receiving Social Security Income	54.01% (= 176.73% of the United States)	39.96% (= 130.75% of the United States)	38.40%	36.00%	30.56%
Adults with Disabilities	24.31% (= 159.31% of the United States)	18.36% (= 120.31% of the United States)	18.77%	18.42%	15.26%
Adults Below the Poverty Level	13.64% (= 105.82% of the United States)	14.08% (= 109.23% of the United States)	13.32%	11.99%	12.89%
Unemployed Adults	12.94% (= 197.56% of the United States)	7.84% (= 119.69% of the United States)	6.49%	5.29%	6.55%

These statistics reveal a small population among whom many possess little or no discretionary income, due to receiving only a fixed income, having limited income earning potential, earning too little income from work, or earning no income from work at all. The ultimate result is an extremely limited amount of initial funding that the community or the target area can potentially contribute to this project, and a demonstration that Waterfall Arts truly needs this Brownfields Cleanup Grant.

2.a.ii.(1) Threats to Sensitive Populations - Health or Welfare of Sensitive Populations: In addition to the previously-identified sensitive populations, the target area also has the following sensitive populations in percentages higher than those found in Waldo County, the State of Maine, and the United States:

Sensitive Population	Target Area (Census Block Group 230270430003)	Waldo County	State of Maine	United States
Data Source: 2013-2017 American Community Survey 5-Year Estimates				
Elderly (65 years and older)	32.69% (= 219.84% of the United States)	20.27%	18.80%	14.87%
Young Children (younger than 5 years)	8.89% (= 143.85% of the United States)	4.63%	4.84%	6.18%

These sensitive populations are more susceptible to damage from environmental pollutants because they have either underdeveloped or compromised biological systems. Within the target area, there is not only a high prevalence of hazardous building materials containing asbestos, but also a high prevalence of LBP, as the vast majority (82.53%) of occupied housing units that are located there were built prior to the banning of lead paint in 1978. Remediation of these items will facilitate a reduction of the threat to these sensitive populations.

In addition, brownfields have negatively impacted the welfare of the target area's sensitive populations, by creating blighted areas, inviting vandalism and crime, discouraging adjacent property owners from maintaining or improving their properties, and causing emigration to surrounding communities with lower property tax rates and housing prices. This grant will complement and facilitate Waterfall Arts' redevelopment plan, which will generate two important positive outcomes: 1) improving Waterfall Arts' appearance which will incentivize its neighbors to maintain and/or improve their own properties; and 2) countering emigration, by having Waterfall Arts continue to serve as an, and become a more powerful attractor and retainer of people for the Belfast area.

2.a.ii.(2) Threats to Sensitive Populations - Greater Than Normal Incidence of Disease and Adverse Health Conditions: As a high burden of environmental pollution is often borne by these aforementioned sensitive populations, the contaminants identified in prior environmental investigations of Waterfall Arts have exerted a disproportionate impact upon the sensitive populations located within the target area. This is corroborated by data showing that the target area compares unfavorably to the State of Maine and the United

States regarding multiple public health issues, ones that may be associated with exposure to hazardous substances or petroleum:

Statistic	Target Area (using Waldo County, the smallest geographical area for which data is available)	State of Maine	United States
Data Source: Maine Annual Cancer Report 2017			
Incidence of All Cancers (per 100,000)	482.3 (= 110.37% of the United States)	474.6	437.0
Incidence of Lung and Bronchial Cancers (per 100,000)	77.0 (= 131.40% of the United States)	72.1	58.6
Data Source: Waldo County Health Profile 2018			
Current Adult Asthma	11.9% (= 127.96% of the United States)	11.7%	9.3%
Infant Deaths (per 1,000 live births)	8.5 (= 144.07% of the United States)	6.5	5.9

Through a controlled cleanup of Waterfall Arts, which will involve both preventing dispersed airborne contaminants, as well as ultimately removing these hazards, the risk to these sensitive populations in terms of cancer, asthma, and infant mortality will be reduced.

2.a.ii.(3) Threats to Sensitive Populations - Economically Impoverished/Disproportionately Impacted Populations: Over approximately the past decade, Belfast has suffered from significant layoffs by many of its employers: Moss Inc. (50 jobs in June of 2009, 25 jobs in June of 2010); Prismax (75 jobs in 2008); and most significantly, Bank of America (once Belfast's largest employer, halving its workforce from 1,500 in 2011 to only 750 today). As previously noted, the target area is home to a number of economically-impooverished sensitive populations who are present in higher percentages compared to Waldo County, the State of Maine, and the United States, who disproportionately share the negative consequences resulting from the presence of brownfields.

Specifically, brownfields create a disincentive to making investment in the target area, which prevents expansion of the tax base and reduction of the property tax rate; this has a disproportionately negative effect on these economically-impooverished sensitive population groups, who have fixed incomes, live in poverty, or have reduced or no employment/income opportunities, and are thus especially sensitive to changes in the property tax rate (whether they own or rent their housing). This grant will address or facilitate the identification and reduction of threats to these economically-impooverished sensitive populations by complementing and facilitating Waterfall Arts' redevelopment plan, which will then generate two important positive outcomes: an increase in investment within the target area and a corresponding expansion of the tax base; and an increase in employment, as a result of Waterfall Arts both growing their budget and their audience.

2.b.i. Community Involvement: The following local community partners will have active, meaningful involvement with respect to both cleanup and redevelopment of the site:

Partner Name and Mission	Point of Contact	Specific Role(s) in the Project
Belfast Creative Coalition: to cultivate arts and culture to attract people and business to the Belfast area through coordination and promotion.	Lorraine Brown (Executive Director); belfastcreativecoalition@gmail.com; (207) 338-2734	Participation in the Brownfield Cleanup and Redevelopment Advisory Committee; distribution of community outreach materials to their networks through their various platforms (brochures, cinema advertisements, e-journal, e-newsletter, posters, radio, social media, website)
Belfast Public Health Nursing: to promote and strengthen the complex health needs of individuals and families through prevention, education, early intervention, and referral.	Susan Dupler (Belfast Public Health Nurse); sdupler@wcgh.org; (207) 505-4940	Assist in presenting and conducting health-related monitoring and education for public meetings, particularly during the project's cleanup phase.
Our Town Belfast: to grow and sustain Belfast's historic downtown while celebrating its	Zachary Schmesser (Executive Director); director@ourtownbelf	Participation in the Brownfield Cleanup and Redevelopment Advisory Committee; distribution of community outreach materials to their networks

unique cultural heritage.	ast.org; (207) 218-1158	through their various platforms (downtown business e-mail distribution group, e-newsletters, social media, website)
Starrett Children's Center: to help a child fulfill his or her potential in becoming an independent, secure, and balanced human being.	Linda Stec (Director); lstec@prexar.com; (207) 338-1751	Participation in the Brownfield Cleanup and Redevelopment Advisory Committee; serve as a link to low-income families in the community develop strategies to make Waterfall Arts' programming even more accessible to this population.

2.b.ii. Incorporating Community Input: Waterfall Arts will implement an aggressive, multipronged plan for communicating project progress to the local community that will last throughout the duration of the project. In addition, a written Community Relations Plan will be developed for the project. For those who may be unable to speak English or have hearing or reading impairments, Waterfall Arts will provide accommodations including, but not limited to: translators, document reading services, and access to assistive technologies such as teletypewriter relay services.

Method	Description
Program Website	Waterfall Arts, the Belfast Creative Coalition, and Our Town Belfast will allocate portions of their respective websites towards this project, which will be regularly updated with project-related postings.
Information Repository	Waterfall Arts will maintain an extensive repository of project-related documents, both hard copies (available for view during normal business hours) and electronic copies (available for download).
Public Meetings	Waterfall Arts will host at least three public meetings, one prior to, one during, and one after cleanup activities; input will be solicited and responses to it will be documented.
News Releases	Waterfall Arts will announce public meetings via news releases in local newspapers including the <i>Bangor Daily News</i> and <i>The Republican Journal</i> .
Social Media	Waterfall Arts, the Belfast Creative Coalition, and Our Town Belfast will promote and discuss the project through their Facebook pages; additionally, Waterfall Arts will utilize Instagram and the Belfast Creative Coalition will utilize Twitter for promotion.
Door-to-Door Visits	Waterfall Arts will conduct in-person visits intended to generate conversations with the elderly, disabled, or other groups for whom internet-based communication methods are not effective.
E-Mail and E-Newsletters	Waterfall Arts, Belfast Creative Coalition, and Our Town Belfast will utilize their e-mail distribution groups and e-newsletters to provide project updates.

3. Task Descriptions, Cost Estimates, and Measuring Progress

3.a. Proposed Cleanup Plan: An imperative preliminary step in investigating the extent and severity of contamination at the site was the prior environmental assessment work carried out through the Environmental Protection Agency (EPA)-funded City of Belfast's Brownfields Assessment Program. Between 2017 and 2018, a Phase I Environmental Site Assessment (ESA), Phase II ESA, and Hazardous Building Materials Inventory (HBMI) were completed for the site under the oversight of the Maine Department of Environmental Protection's (MEDEP's) Brownfields Program and Voluntary Response Action Program (VRAP). Overall, the results of these environmental investigations identified that various hazardous building materials were prevalent throughout the site buildings, including ACMs, LBP, components potentially containing PCBs or mercury, and other universal wastes. In accordance with local, State, and Federal laws, these hazardous building materials must be abated, removed, and properly disposed prior to or during site renovation and redevelopment activities.

Specifically, building materials containing asbestos at concentrations greater than one percent were identified in several areas of the Waterfall Arts building including approximately 4,500 square feet of impacted floor tile, mastic, and felt; 72 windows with impacted glazing/caulking materials; and 600 lineal feet of roof trim and 4,500 square feet of roof membrane fields impacted with asbestos. The HBMI also included an inspection for the presence of LBP using a XRF analyzer. According to the XRF testing, several painted surfaces throughout

the Waterfall Arts building were found to contain lead, at concentrations greater than 1.0 mg/cm², which are considered “lead-based” according to the U.S. Housing and Urban Development (HUD) Lead-Based Paint Guidelines. Lead, likely from lead solder used during construction of the original building’s plumbing system was identified at low concentrations within the water system used for potable/drinking water. In addition, nearly 200 electrical ballasts associated with fluorescent lighting fixtures, potentially contain PCBs in their dielectric fluid. A total of approximately 400 fluorescent light tubes were identified at the property, which are presumed to contain mercury, and thermostats of the type typically utilizing mercury switches and lead-containing batteries for exit/emergency lighting fixtures were also identified in the building.

The asbestos, lead-based paint, and universal wastes are potential health risks to occupants, workers, and the general public. In accordance with the draft preliminary Analysis of Brownfields Cleanup Alternatives (ABCA) and local, state, and federal laws/regulations, the cleanup plan consists of: full removal and abatement of asbestos-containing building materials; removal and proper off-site disposal of hazardous and universal wastes; select removal and abatement of lead-based paint, with the remaining lead-impacted painted surfaces managed through encapsulation and operations and maintenance (O&M) plans; and mitigation/replacement of the lead-impacted drinking water piping/systems. Additional institutional controls and/or deed restrictions will be implemented to ensure that future construction or renovation activities do not disturb the encapsulated LBP.

Standard industry abatement and construction practices including dust controls and building containment systems will be used to contain potentially air-borne hazardous materials and debris during abatement. The cleanup work will be conducted by licensed abatement contractors in the Maine and materials will be properly disposed of at licensed disposal facilities.

A Community Relations Plan (CRP) will be prepared and a public meeting and 30-day public comment period will be conducted prior to initiating cleanup activities. The project will implement Green Remediation Principles and Techniques including waste recycling/reuse, reduced energy consumption, engine idling. Furthermore, the site has already been entered into the MEDEP VRAP and with direct oversight, the MEDEP will issue a “Certificate of Completion” and environmental regulatory closure, once the proposed cleanup actions are completed.

3.b. Description of Tasks and Activities:

Task 1: Cooperative Agreement Oversight: Waterfall Arts will perform program development, organization, and support. Waterfall Arts will also establish a Brownfield Cleanup and Redevelopment Advisory Committee that includes members of Waterfalls Arts, local community partners, the City of Belfast, MEDEP, and EPA, who will then, based on a competitive bid process (40 CFR 30), select a Qualified Environmental Professional (QEP). These initial items will be completed within 3 months of funding award. Waterfall Arts and the QEP will facilitate and attend up to three meetings with the Brownfield Cleanup and Redevelopment Advisory Committee; these meetings will be held at regular intervals throughout the project. Waterfall Arts and its QEP will also prepare performance and financial reports, prepare quarterly reports, and update EPA’s Assessment, Cleanup, and Redevelopment Exchange System (ACRES) online database.

Task 2: Community Outreach and Engagement: Waterfall Arts and the QEP will notify the residents, adjacent land owners, and community partners of public meetings and cleanup schedules; hold at least three public meetings to solicit input, educate, and update the community regarding cleanup and redevelopment activities; and prepare public outreach materials. Additionally, Waterfall Arts will provide extensive outreach and communication with the community, facility staff, and occupants prior to undertaking the cleanup/abatement efforts, during remediation, and following the successful completion of remediation. Community outreach will be performed for the duration of the grant period; it is anticipated that the first public meeting will be held after the QEP has completed draft versions of the final cleanup plans.

Task 3: Site-Specific Cleanup Activities: This is the major task associated with the cleanup grant proposal. The EPA cleanup funds will be used to cleanup/abate asbestos, LBP, universal wastes, and other hazardous materials by a licensed abatement/cleanup contractor. The QEP will prepare final cleanup/abatement plans for review and approval by the MEDEP and Waterfall Arts; conduct a pre-bid site visit with proposed cleanup contractors; and will prepare a Site-Specific Quality Assurance Project Plan (SSQAPP) for confirmatory sampling. Waterfall Arts and the QEP will review contractor bids and select a cleanup contractor. It is hoped that abatement and cleanup activities will start in the summer/fall of 2020 and there appears to be no

impediment to completing this work within the three-year grant period. *The required 20% cost share, \$70,000, will be provided by Waterfall Arts in the form of a cash contribution, to be used for site-specific cleanup activities (a letter of commitment is provided as part of **Attachment A** to this proposal).*

Task 4: Oversee Site Cleanup: Waterfall Arts and the QEP will monitor and oversee public health and welfare during the proposed cleanup/abatement activities; oversee the contractor's cleanup activities; attend up to three Brownfield Cleanup and Redevelopment Advisory Committee meetings; and perform the necessary project monitoring and reporting during and after remediation to ensure compliance with the plans, specifications, and requirements for regulatory closure under the MEDEP VRAP. The QEP will also prepare a project closure report and lead-paint encapsulation O&M Plan, as necessary. There appears to be no impediment to completing this work within the three-year grant period.

3.c. Cost Estimates and Outputs:

Budget Categories		Task 1: Cooperative Agreement Oversight	Task 2: Community Outreach and Engagement	Task 3: Site-Specific Cleanup Activities	Task 4: Oversee Site Cleanup	Total
Direct Costs	Personnel	\$400	\$400	\$400	\$400	\$1,600
	Fringe Benefits	\$100	\$100	\$100	\$100	\$400
	Travel	\$150	\$100	\$0	\$0	\$250
	Supplies	\$100	\$150	\$0	\$0	\$250
	Contractual	\$5,000	\$2,500	\$320,000	\$20,000	\$347,500
Total Direct Costs		\$5,750	\$3,250	\$320,500	\$20,500	\$350,000
Total Federal Funding		\$5,750	\$3,250	\$320,500	\$20,500	\$350,000
Cost Share		\$0	\$0	\$70,000	\$0	\$70,000
Total Budget		\$5,750	\$3,250	\$390,500	\$20,500	\$420,000

Task 1: Cooperative Agreement Oversight: Costs include Waterfall Arts' staff time (20 hours at \$20/hour = \$400 + 25% fringe = \$100), travel expenses (\$150), and supplies (copies) (\$100); and contractual QEP time/costs (\$5,000) for program development, organization, and coordination. Outputs for this task include up to three meetings with the Brownfield Cleanup and Redevelopment Advisory Committee, bidding documents for QEP selection, interviewing/contracting with the selected QEP, up to 12 quarterly reports, and periodic updates to ACRES database information. Total cost for this task is \$5,750.

Task 2: Community Outreach and Engagement: Costs under this task include Waterfall Arts' staff time (20 hours at \$20/hour = \$400 + 25% fringe = \$100), travel expenses (\$100), and supplies (flyers, brochures) (\$150); and contractual QEP time/costs (\$2,500) to attend meetings, prepare presentations and materials, and respond to follow-up questions and comments solicited from the community. Outputs include up to three public meetings and preparation of up to three public outreach deliverables (flyers, brochures) to communicate site status and outcomes. Total cost for this task is \$3,250.

Task 3: Site-Specific Cleanup Activities: Waterfall Arts' staff time for this task include review of QEP-prepared cleanup documents and work plans, cleanup planning, and coordination (20 hours at \$20/hour = \$400 + 25% fringe = \$100). QEP time/costs (estimated at \$22,500) for outputs including preparation and submittal of cleanup/abatement plans to the MEDEP, preparation of cleanup design plans and specifications, contractor bidding documents, selection of a cleanup contractor, and project meetings with the Brownfield Cleanup and Redevelopment Advisory Committee, EPA, MEDEP, and cleanup/abatement contractors as needed. The estimated total cleanup contractor costs for performing the cleanup activities under this Brownfields Cleanup Grant is \$297,500; contractor outputs include the abatement, removal, and off-site disposal of hazardous building materials. Total cost for this task is anticipated to be \$320,500. *This task also includes the required 20% cost share of \$70,000. Therefore, the total budget for this task, with the required cost share, is \$390,500.*

Task 4: Oversee Site Cleanup: This task includes Waterfall Arts' staff time (20 hours at \$20/hour = \$400 + 25% fringe = \$100) for oversight during the proposed cleanup/abatement activities; QEP time/costs (estimated at \$20,000) to oversee the cleanup/abatement activities, perform the necessary project monitoring and reporting, collect confirmatory samples, prepare a remediation closure report and LBP encapsulation O&M Plan, and attend up to three project meetings with the Brownfield Cleanup and Redevelopment Advisory Committee. Additional outputs include a MEDEP Commissioner's Certificate of Completion following the completion of the cleanup/abatement activities. Total cost for this task is anticipated to be \$20,500.

3.d. Measuring Environmental Results: Waterfall Arts and its QEP will routinely update an electronic matrix (Microsoft Excel spreadsheet) of tasks, target dates, and financial expenditures to track outputs and outcomes from the cleanup grant. A summary of measurable outputs are shown for each task noted above. Waterfall Arts will also track and evaluate project progress on tasks completed, money spent, and project compliance with Brownfields requirements. Waterfall Arts will be in regular communication with the QEP through Brownfield Cleanup and Redevelopment Advisory Committee meetings, construction meetings, and at least weekly telephone calls to ensure that the project stays on schedule, on budget, and that there are no impediments in achieving the project outputs identified above.

Ongoing outcomes that will be tracked from completed outputs through this grant will include the acres of brownfields cleaned up; types of contaminants remediated; reduction of environmental risks; number of jobs created; quantity of greenspace; amount of leveraged cleanup funds; leveraged site redevelopment funds; and other leveraged or economic outcomes. The outputs and outcomes will be reviewed and revised regularly in conjunction with regional EPA and MEDEP staff to ensure the project is successful. The progress of the program will also be tracked through timely submittals of EPA quarterly status reports and EPA's ACRES online database system; copies of documents will also be kept in a centralized repository.

4. Programmatic Capability and Past Performance

4.a.i. Organizational Structure: The grant and project will be managed from a programmatic and compliance basis by the Waterfall Arts' Director of Operations Julia Raite (who has been identified as the Project Director), while Waterfall Arts' Facilities Manager Michael Fletcher will oversee, in conjunction with a QEP, actual remediation and redevelopment activities. They will be advised and guided by the Brownfield Cleanup and Redevelopment Advisory Committee, Waterfall Arts' Building and Grounds Committee, Waterfall Arts' Executive Director Martha Piscuskas, Waterfall Arts' President of the Board of Directors Gianne Conard, and City of Belfast Economic Development Director Thomas Kittredge. Decision making at Waterfall Arts will proceed through a two-step process, with preliminary review and approvals by its Executive Committee, then proceeding to its Board of Directors for final approvals.

Ms. Raite, Waterfall Arts' Director of Operations, possessed comprehensive arts facility management experiences obtained from working in a variety of roles at arts facilities throughout the United States during the past 8 years. Mr. Fletcher, who has served as Waterfall Arts' Facilities Manager since 2012, possesses extensive experience (25 years) of all levels of facilities management, having served previously as the Facilities Manager of the Montserrat College of Art.

Ms. Piscuskas was a founder of Waterfall Arts in 2000, and has served in various senior staff capacities for the nonprofit since 2009, currently serving as its Executive Director. She has led all of the nonprofit's programming, community relations, partnerships, organizational development, and fundraising efforts throughout her tenure. She also possesses extensive grant writing and management expertise. Ms. Conard, a graduate of Carnegie Mellon University and Cornell University, brings extensive expertise in federal government programs, design, and construction management, through serving in various positions during the past 17 years at the General Services Administration's Public Building Service, including Regional Recovery Executive, Regional Board Executive, and Regional Chief Architect. Mr. Kittredge, the City of Belfast's Economic Development Director since 2010, is a graduate of Yale University and The Johns Hopkins University, currently manages the City of Belfast's Brownfields Assessment Program, and has secured and managed \$2,600,000 in EPA Brownfields Assessment and Cleanup Grants during his career.

4.a.ii. Acquiring Additional Resources: Additional expertise and resources, such as the QEP to manage and oversee the environmental work, and the cleanup contractor to perform the environmental work, will be selected via a fair, open, and competitive process (a request for qualifications/proposals, with interviews) that meets all

relevant local, state, and federal requirements. This process will be overseen by Julia Raite, Mike Fletcher, Martha Piscuskas, and the membership of the Brownfield Cleanup and Redevelopment Committee, and will be approved by the Waterfall Arts Executive Committee and Board of Directors. If staff turnover should occur at Waterfall Arts during the course of this project and grant, Thomas Kittredge will assume a hands-on role during the interim, while Waterfall Arts undertakes their prescribed and streamlined process for hiring replacement staff in a timely manner to reassume project director duties.

4.b.ii.(1) Has Not Received an EPA Brownfields Grant but has Received Other Federal or Non-Federal Assistance Agreements - Purpose and Accomplishments: In 2005, Waterfall Arts secured a Unity Foundation Challenge Grant (assistance agreement) in the amount of \$275,000 (over six years). The purpose of this assistance agreement was to support facility improvements, enhancement of organizational capacity, and program development. Its accomplishments, including specific measures of success, included: converting classrooms into studios and galleries; establishing a clay studio; creating additional office space, creating a new organizational mission, structure, and policies; implementing financial management best practices; developing new/enhanced promotional and outreach materials; expanding revenue streams; expanding program offerings; raising matching funds in the amount of \$206,250 and matching in-kind support in the amount of \$68,750.

In 2011, Waterfall Arts secured a National Endowment for the Arts Challenge America Fast-Track Grant (assistance agreement) in the amount of \$10,000. The purpose of this assistance agreement was to support a building assessment and design plans for the adaptive reuse of Waterfall Arts' facility. Its accomplishments, including specific measures of success, included: performing an energy audit; performing a comprehensive building assessment that addressed items such as its structural integrity, drainage, mechanical systems, heating systems, ventilation systems, plumbing, fire protection, and Americans with Disabilities Act (ADA)-compliance; design of a new heating system focused on energy efficiency; generating design drawings for a building addition, and developing a plan to deal with moisture problems in the foundation, walls, and roof.

In 2016, Waterfall Arts secured a National Endowment for the Arts Promotion of the Arts Grant (assistance agreement) in the amount of \$30,000. The purpose of this assistance agreement was to support the design of a redeveloped community arts center at Waterfall Arts. Its accomplishments, including specific measures of success, included: generating schematic designs focused on expanded general use art space, creating accessibility to all areas of the building, accommodation of additional staff and operational functionality, and implementation of much needed energy-efficient heating, ventilation, and air conditioning systems and building envelope insulation; conducting a civil and structural engineering review related to elevator selection and design; developing pre-construction pricing; developing ADA-compliant bathroom designs; developing designs for a basement performance area, reception area, and entranceway; developing designs for smoke partitions; and developing a comprehensive project implementation plan.

4.b.ii.(2) Has Not Received an EPA Brownfields Grant but has Received Other Federal or Non-Federal Assistance Agreements - Compliance with Grant Requirements: For the 2011 National Endowment for the Arts Challenge America Fast-Track Grant, the grant's workplan has been executed, all funds have been disbursed, and the final report has been submitted, all in compliance with the grant's terms and conditions. A single 2-month extension was needed to complete the work under this grant, but this was awarded without issue (no corrective measures were required) by the granting agency.

For the 2016 National Endowment for the Arts Promotion of the Arts Grant, the grant's workplan has been executed and all funds have been disbursed, all in compliance with the grant's terms and conditions. A single 6-month extension was needed to complete the work under this grant, but this was awarded without issue (no corrective measures were required) by the granting agency. Waterfall Arts is currently drafting the required final report and expects to submit it prior to the amended closure date of 2/28/2019.

For the 2005-2010 Unity Foundation Challenge Grant, the grant's workplan has been executed, all funds have been disbursed, all annual reports have been submitted, and the final report was submitted, all in compliance with the grant's terms and conditions.